TENNEY SERVICE

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CONTENTS

Electricity in a Wood Heel Factory - - - - - - 261-264

Cobb, Bates & Yerxa's Model Store in Masonic Temple, Salem - - - - - - - - - - - - - 265-269

Editorials - - - - - - - - - - - - - - - - 270-272

Cheaper to "Build" Men Than to Fire Them - - - 272

A New "Group Insurance" Plan - - - - - - - - 273

What the Papers Say About Us - - - - - - - - 274-276
An Advertising Enthusiast - - - - - - - - - 274-275
Postal Inefficiency- - - - - - - - - - - - - 276

Military- - - - - - - - - - - - - - - - - 277-281
"Malden to Fort Bliss" - - - - - - - - - - 277-280
A Letter from One of the Revere Boys with the 8th Massachusetts at El Paso - - - - - - - - - 280-281

Tenneygrams - - - - - - - - - - - - - - - 282-287
Executive Office - - - - - - - - - - - - - - 282
Fitchburg Gas & Electric Light Co. - - - - - - 283
Haverhill Electric Company - - - - - - - - - 283
Montpelier & Barre Light & Power Company - - 285
Rockland Companies - - - - - - - - - - - - 285
Salem Electric Lighting Company - - - - - - - 286
Springfield Gas Light Company - - - - - - - - 287
Suburban Gas & Electric Company - - - - - - - 287

A Brain Bother - - - - - - - - - - - - - - - 288

ELECTRICITY IN A WOOD HEEL FACTORY

By Thomas D. Bond, Power Agent
Haverhill Electric Company, Haverhill, Mass.

THE shoe industry has been laboring under the high cost of leather for the last two years, so naturally there is a great call for leather saving devices. Among these is the wood heel. While this article is not new it has come into its own, because of the fact that it does make a considerable saving in leather. The making of wood heels is accomplished most successfully by the use of electric power in that the electric motor is peculiarly adapted to the turning machines.

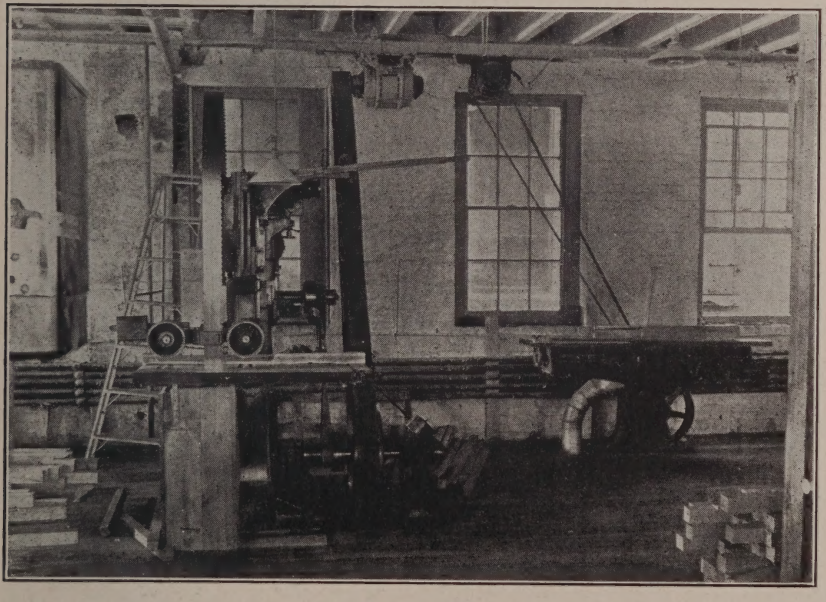

FIG. 1. BAND SAW AND PLANER

The Sanders-Wason Company, and Wason Heel Company in conjunction, located at 112 Phoenix Row, Haverhill, Mass., have recently started in the wood heel business with the most modern and up-to-date wood heel factory in the east. This factory is equipped throughout with electric power and light, and is capable of a daily production of 60,000 pairs of wood heels. This production demands the employment of 125 people on the various processes of manufacture.

Maple wood is used in this product and is delivered to the factory in the form of planks. These are first planed and then split lengthwise by a large band saw individually operated by a 10 H. P. motor. The sticks thus made are cut into blocks by a circular saw, operated

FIG. 2. BLOCK PREPARING DEPT. SHOWING MOTORS

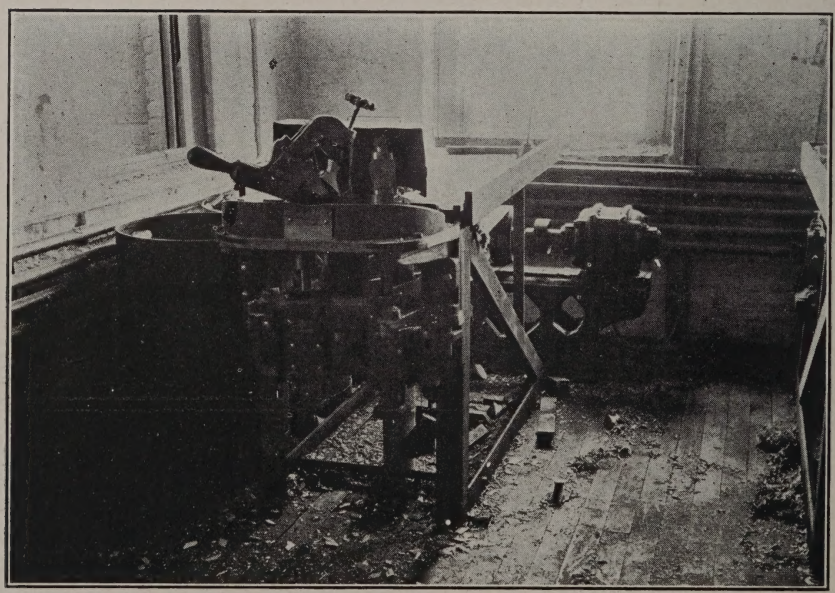

FIG. 3. TURNING MACHINE

FIG. 4. COVERING DEPT.

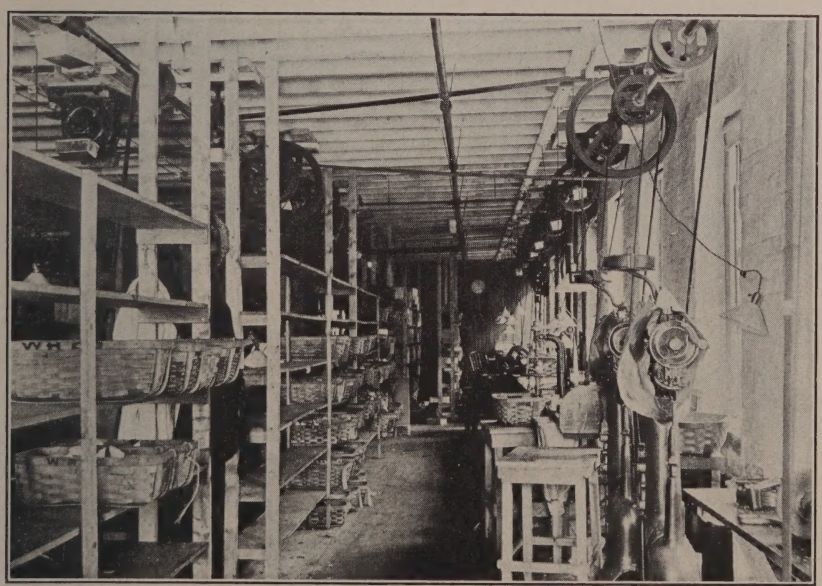

FIG. 5. FINISHING LINE

by a 3 H. P. motor. The blocks are thrown into barrels after being grooved and are taken to the turning machines. The turning machine, made in Haverhill by electric power, is driven by a direct-connected 3 H. P. motor, which turns the knives at about 5000 R. P. M. The turned heel is then concaved to fit the shoe on a special machine, driven in conjunction with others by a 7½ H. P. motor.

The covering of the heel with celluloid or leather and putting on of the top lift is done by hand. The final processes are accomplished on power driven machines. These consist of scouring, trimming and buffing.

The waste chips and shavings are taken care of by a large Buffalo Forge, 70-inch suction blower, to which are connected all of the machines by a series of piping. Each outlet has its own shut off, so as to save on power. The blower is located in the basement, doing away with overhead piping in the turning room. A 15 H. P. motor takes care of this part of the equipment very nicely.

The lighting equipment consists mostly of drop cords, with white spun steel shades and Mazda 25-watt lamps. The lights on the turning machines are placed rather high and are controlled by individual ceiling switches, operated by pull cords. General illumination is by 100-watt. type C lamps, in open white enamel shades, placed close to the ceiling.

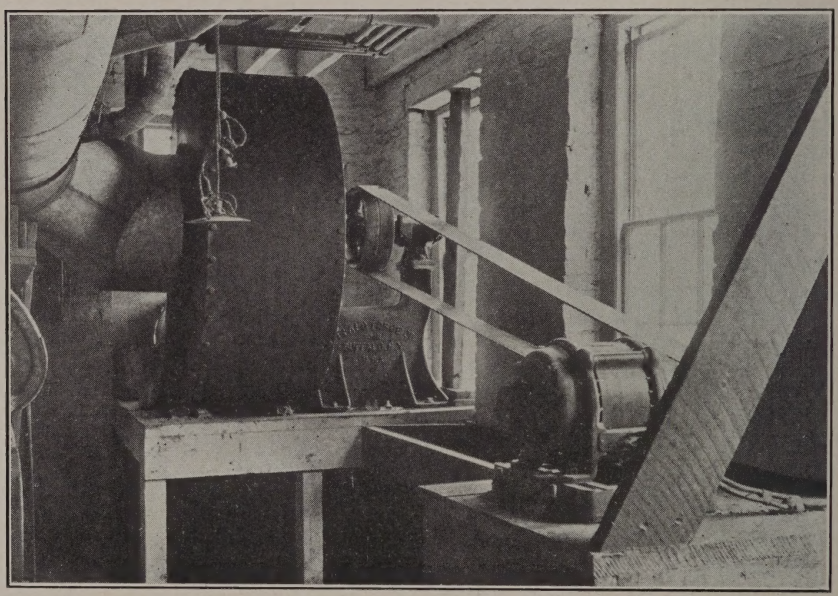

FIG. 6. SUCTION BLOWER

Electric heating is used in a small hand iron for the purpose of removing wrinkles in the kid covering.

The characteristics of the electric service are:—

Power—A. C. 3-phase, 60 cycle, 550 volt.
Light —A. C. 1-phase, 60 cycle, 110 volt.
There is a total of 101½ H. P. connected.

COBB, BATES & YERXA'S MODEL STORE IN MASONIC TEMPLE, SALEM

By F. E. Sawyer.

LAST month we told you about the new Masonic Temple in Salem.

This month we will tell you something of the first floor and basement of the building.

AN INTERIOR VIEW OF COBB, BATES & YERXA CO.'S MODEL STORE.
CANDY DEPT. AT RIGHT.

These quarters are occupied by Cobb, Bates & Yerxa Co.

Everybody is well pleased with the new location of the Cobb, Bates & Yerxa Co., and everyone who visits the store is of one accord; it is the choicest example of an up-to-date grocery in New England.

The windows of the Cobb store look mightily tempting to an individual with an appetite and a thirst for a smoke. In the south window one sees a collection of cigars, pipes and cigarettes such as are found only in the biggest stores, hotels and clubs. It is safe to say that there are not a dozen stores in Boston which have such an assortment of all grades of tobaccos as are noted in the Cobb collection. If Henry Ford ever comes to Salem and hungers for a smoke he can find cheroots at the Cobb counter which will cost him just one dollar each. But there are cheaper brands for the ordinary smoker and every taste can be suited.

The one thing which perhaps strikes home to the observer in the new store is the magnificent finish of the interior. All of the mahogany-tinted furniture and fixtures would do justice to the finest bank and they are to be used in the purveying of high class groceries to the Greater Salem public.

MODEL FRUIT DEPARTMENT, COBB, BATES & YERXA STORE.

The Cobb store is bound to be a sight-seeing spot for the hundreds of summer visitors on the North Shore who come to Salem to do a large part of their shopping.

Italian marble bases face all of the counters of mahogany. Silent salesman show cases are of the best plate glass. This is shown to excellent advantage in the candy department at the left of the Washington street main entrance. Back of the front counter are mirrored-back cases with every sort of candy and sweetmeat conceivable.

On entering the store one looks down through a long vista of staunch decorative pillars. These are of cement with steel re-inforcement, but to protect them from wear they are enclosed in an iron jacket, painted with an attractive aluminum tint. A soft-glowing light from 30 inverted globes illumines the store effectively without an offending tone to the color scheme; for the interior effect actually constitutes a well defined color scheme, even though it is limited to the mahogany, marble and light-tinted paint. Where any metal is used it is of brass and nickle plated.

A noiseless carrier system takes a customer's change and in half the time usually taken by

basket carriers, whisks it to the cashier. This system is equipped with what is known as the Lamson preferred cable, a device which is fool proof and from which money cannot escape until it reaches the cashier. Each station runs direct to the office. In some systems of this sort the carrier takes a long route, running along for a distance and then dropping many feet and climbing up again, repeating this operation several times until it reaches the cashier. Under the new system the money shoots with rapidity direct to the cashier. To supplement this system there are six cashiers' booths with cash registers which facilitate business during busy hours.

The manager and assistant manager have attractive quarters at the south side of the store.

In the center of the store is the bakery department; as in all other departments, the cooked products are under glass to ensure cleanliness. Individual elevators from the basement run into the various sections. For instance, under the fruit department is located the fruit store in the basement. The various store rooms are sub-divided and when additional stock is needed the small elevator is run from the department down into the stock room and without any carting or trucking about the store, everything is transported to the counters with a minimum of labor and a saving of time.

The Cobb store will sell all sorts of meats, having a complete department for this branch. The ammonia and water freezing system, by which pipes are run into

GROCERIES DEPARTMENT SHOWING CARRIER SYSTEM

the show cases, keeps the meat, fish and delicatessen products at a regular temperature.

A special department is provided for corned meats, with a big tank built into the counter. A slate-bottomed fish tank filled with ice —of artificial make—keeps the fish cool and fresh. The fish-dressing tables are marble-topped to ensure a maximum amount of cleanliness.

A patent Austin ladder system which will not jump off the track under any conditions of carelessness or abuse has been installed, by which clerks can travel along the high shelves.

The new store is considerably larger than the Essex street establishment. It is 180 feet deep and in the front is 40 feet wide. About 80 feet from the front it widens to 100 feet. The shipping department is separate from the main store, on the first floor of the bakery building in the rear.

Excellent office accommodations are provided. Downstairs there are offices for the bookkeepers who serve the customers' needs; above, on a mezzanine balcony, are the cashiers, billing machine girls and the four telephone operators, who take orders by the modern method.

One is impressed by the broad six-foot aisles which provide free passage of crowds of shoppers.

A novel effect has been provided to conceal the freight elevator in the westerly end of the store. When it is not in use a mahogany panel conceals it to the extent that one would believe it to be a blind section of the rear wall.

The lighting effect during the day is heightened by the use of prism glass in the windows on the Lynde and Washington street sides. This throws the light into the store to a much greater extent than if ordinary glass was used.

An interesting department is the "store within a store." This is a large room in a corner of the store where 'phone and route orders are filled. Practically every product sold, except perishable goods, is arranged on counters and shelves so that when a clerk is getting up orders for the drivers to distribute by motor and wagon about greater Salem and the North Shore, it is not necessary to bother the clerks who wait on the counter trade. Therefore, for phone and route orders there is practically a separate store. This avoids confusion to the extent that a clerk's undivided attention is given a customer. To supplement this all shipping is done on the first floor of the bakery building, a separate two-story structure in the rear of the main store. Here the wagons can drive up to the door and in a short time get their loads. In this building are rooms with steel lockers for the male employees. The girls' locker room is in the basement of the store.

The "daylight bakery" is an interesting sight for the housewife. Here three large steel truss tile ovens make the bread and pastry for which the Cobb store is noted. This department has its own refrigerating system, fed by the ammonia-water freezing system. Practically all of the machinery is automatically driven by electric power. Coke is the fuel used.

Adjoining the bakery, but in a separate department, are made the delicatessen specialties which one sees so temptingly arranged in the corner show window on Washington street. There is every sort of time-saving contrivance here. An automatic potato peeler is the most interesting. The potatoes are simply thrown into the machine; they are whirled around inside

a drum which has rough walls and are automatically peeled and washed.

There is a special proving oven, so-called, for the making of brown bread. This is cooked by steam.

Strange to say, one of the most interesting places to inspect in the big grocery plant is the basement. Basement is a rather homely term for the basement of the Masonic Temple, for it has a 12-foot stud and the natural lighting facilities are unusual. Hardly any illumination by artificial means is necessary through the day.

A feature of the basement is the individual refrigerating accommodations of fruits, meats and fish. Articles which have an odor peculiar to themselves and which would contaminate the purity of other commodities are kept to themselves, such as hams and bacon. This prevents the mixing of various odors.

In the fish room are large tanks filled with ice to keep the fish fresh.

Heavy beef comes down a chute on tracks as in a packing house, is weighed on track scales and is cut by expert carvers as it is needed. Bacon is sliced by machinery and other time-saving devices are used.

Brine tanks keep the corned meats cold. For poultry and meats, which in certain seasons have to be kept exceptionally cold, there is a freezing room, where, by the ammonia process, the temperature can be kept down to 10 below zero. It seems almost uncanny to go into a room, the temperature of which hovers about the zero mark, and see nothing to produce such a frigid effect by the white-painted pipes through which the brine flows. A temperature of 40 degrees is kept in the beef room.

The freezing system is composed of a 12- and 6-ton compressor which compresses the ammonia and forms a gas which draws the heat from the brine in huge tanks in the basement. That brings the liquid to an extermely low temperature and the brine is then circulated through the pipes upstairs to the various departments where the fish and meats are kept, keeping them uniformly cold and fresh. The Cobb Company need not worry about a possible increase in the price of ice, as an average of one and one-quarter tons of artificial ice are made daily.

The 12 ton compressor has a 20 H. P. motor.

The 6 ton compressor has a 15 H. P. motor.

The water circulating pump has a 5 H. P. motor.

The well where they get their supply of water has a 2 H. P. motor.

The cash system has a 1.5 H. P. motor.

The potato parer has a .5 H. P. motor.

The elevator in bakeshop has a 10 H. P. motor.

The elevator in store has a 7.5 H. P. motor.

The meat slicer has a .5 H. P. motor.

The dough mixer has 5 H. P. motor.

Making a connected load of 67 H. P.

Electric lighting is used entirely; these pictures being taken by artificial light.

200 watt. type C lamps used in semi-direct fixtures, the lighting demand being 11,390 watts.

Everything that can be done electrically is being done with electricity except the delivery, and we hope to electrify their delivery next year.

TENNEY SERVICE

PUBLISHED MONTHLY BY THE EMPLOYEES OF COMPANIES UNDER THE MANAGEMENT OF CHARLES H. TENNEY & CO.

All communications should be addressed to Tenney Service, 201 Devonshire Street, Boston, Mass.

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EDITORIALS

LEVIN J. CHASE, *Contributing Editor*

THE RULE THAT PAYS

THE MODERN business man deals in good will. That is his raw stock, and he invites the co-operation of the public to the end that both the seller and the buyer will be benefited in every transaction.

To mistreat the public in these days is to invite a competition that, in the end, means ruin.

The modern business man has adopted the Golden Rule as a commercial policy not only because it pays but because it is easy to follow. All that it requires is faith in mankind and that faith does not have to be created. Every good man has it although some pretend otherwise.

The Golden Rule is easy to follow because the response is immediate. The man who does not respond to the Golden Rule is diseased in mind and must be classed as sub-normal.

The Golden Rule in commerce, as elsewhere, is a safe, sound, and paying policy. It appeals to all right-minded people or 95%.

Never mind the 5%. If you let them alone they will deal with each other and get the worst of it.

OBSOLETE HUMOR

There was a time, within the memory of men now living, when many appropriate jokes might be made about the conversation of women, and the jokers of that day made the most of their opportunities. That time has passed but the jokes continue with no signs of a let-up. The males who are guilty of this unjust satire do not seem to realize that conditions have changed and that they would be wise to evade the topic altogether.

In these days it is possible to draw most women into intelligent conversation unless they are beguiled into talking about their children. The average man in the modern drawing room must talk about material matters or keep silent. He usually confines his conversation to money, automobiles, bridge and base-ball. Occasionally some enterprising man may introduce the subject of golf and, if sufficiently encouraged, will discuss motion pictures or the latest novel, but generally speaking intelligent conversation is commenced and sustained by women.

Many men are able to talk politics if the talk is limited to candidates and majorities but of the great political principles they know little and care less. Literature, art and the finer things of life are sealed books to the average modern male. They are entirely satisfied with themselves if they are able to indulge in frivolous repartee with a woman on equal terms.

It is high time for men to realize that women are rapidly becoming their intellectual superiors. The widening gap is evidenced not only in the drawing-rooms but in the clubs. The conversation in the average men's club is no better than in the average barber's shop. In the women's clubs we find art, literature, music and the humanities. A good deal of this feminine intellectualism is undoubtedly pose, but the pose of intelligence is certainly better than a contempt of it.

The literature of the country is kept alive by women. It is they who do nine-tenths of the reading, and but for them most of the publishing houses would close their doors. The mind of the modern male seems to be hopelessly riveted to material things while the mind of woman tends more and more steadily to ideas.

PRACTICAL PREPAREDNESS

So far as we can discover, nobody connected with the government has been at the pains to inquire into the conditions of our railroads as related to military preparedness, although transportation in these modern days is about as important a factor as men or guns. What will it avail us in a crisis if we shall have vast resources of men and muni-

tions if we lack the means of prompt transportation? Yet we are told that no study has been made of the methods by which our railroad systems could be held to efficiency—assuming that they are now sufficient—in case of hostile invasion.

We have every reason to believe that there has been no study by anybody, of ways and means of sustaining our transportation system in case of invasion or assault or of any system under which our facilities of transportation may be readily and effectively co-ordinated with our military forces.

All of which goes to demonstrate the grave fact that Preparedness has many sides. It is not to be obtained by parades or the instruction of a few at Plattsburg. It is not a matter of men or of powder or of guns. Money alone, however freely it may be lavished, will not meet the issue. Even the highest development of military organization and discipline would leave us still wretchedly unprepared, without reserves in the matter of munition plants and without thorough going co-ordination between our military and transportation systems.

The problems of Preparedness for a country like ours are at once colossal and technical. They cannot be solved by groups of politicians in Congress or by an Executive without military qualification engrossed to desperation by other interests. If we are going to have Preparedness we must have on the job all the time a set of experts who will be to this country what the German General Staff is to Germany. The political method of Preparedness is obviously a failure—a failure alike in what it does and what it leaves undone.

CHEAPER TO "BUILD" MEN THAN TO FIRE THEM

(*Boston Transcript*)

CONTRIBUTED BY MR. A. B. TENNEY

In the American Magazine is an interview with Harry G. Petermann, who hires thousands of men each year for the United Cigar Stores Company. In it, Mr. Petermann quotes George J. Whelan, founder of the company as saying:

" 'If a man under you isn't just right—if he is improperly adjusted—tear him down and build him over; don't throw him away. Every person is likely to be a specialist in something. Your man's specialty may be extremely valuable to this company. Discover it; develop it; adjust it. I believe that the porter who keeps his floors spotless and his windows shining means more to the world than the "average" sales manager.

This principle, applied, has produced splendid results. Fair-to-middling bookkeepers have been transmuted into strong executives; indifferent clerks into brilliant salesmen; men who have failed in law, medicine, and sundry branches of trade have here found their specialty.' "

THE NEW "GROUP INSURANCE" PLAN

HEREWITH WE SHOW PHOTOGRAPHIC REPRODUCTION OF THE INSURANCE POLICY ISSUED BY THE EQUITABLE LIFE ASSURANCE SOCIETY UNDER THE "GROUP INSURANCE" PLAN.

The Equitable Life Assurance Society
OF THE
UNITED STATES

No. 5,118,340

NOTICE TO THE EMPLOYÉS OF THE

CHARLES H. TENNEY & COMPANY,
BOSTON, MASS.

THE EQUITABLE LIFE ASSURANCE SOCIETY OF THE UNITED STATES has insured the lives of certain members of the CHARLES H. TENNEY & COMPANY EMPLOYÉS' ASSOCIATION, by a policy of insurance issued and delivered to the said Association. Under and subject to the terms and conditions of said policy, the life of

ALBERT B. TENNEY,

is insured for the sum of $ $1,000., payable to the beneficiary entitled thereunder to receive the same, if death occur while in the employment of the said CHARLES H. TENNEY & COMPANY, during the continuance of said policy.

Beneficiary MARY C. TENNEY, Wife

Subject to right of revocation. If there be no beneficiary surviving at the death of the Insured, payment will be made to the Insured's executors, administrators or assigns.

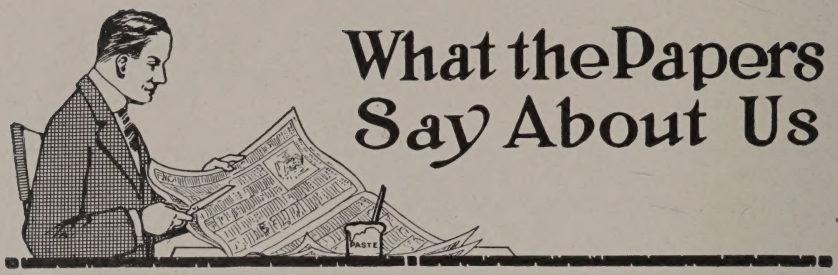
New York, May 15th, 1916.

Secretary.

(P-P. 175A.) 1114—16, 5.

UNDER THIS PLAN, EMPLOYEES OF TENNEY COMPANIES MAY OBTAIN LIFE INSURANCE AT CONSIDERABLY REDUCED RATES.

IF AN EMPLOYEE LEAVES THE EMPLOY OF ONE OF THE TENNEY COMPANIES, HE CAN CONTINUE HIS INSURANCE IN HIS OWN NAME AT STANDARD RATES WITHOUT FURTHER PHYSICAL EXAMINATION.



What the Papers Say About Us

AN ADVERTISING ENTHUSIAST

Business Manager of the Lighting Corporation goes on vacation to Rock Hill, following successful business venture.

(From *Haverstraw Times.*)

AMONG those who have abandoned business cares for the attractive lure of the countryside, and the privilege of angling for the bass and "sun-shiners" in the mountain, lakes and streams, is Mr. Theodore Odell, business manager of the Rockland Light and Power Company, and whose principal headquarters is in Nyack.

Before starting on his vacation, and as a result of a recent specific effort "Dorie" was instructed by the president of the concern to equip his transportation department with a new six runabout to take the place of the old four cylinder, because the new machine travels faster, get more miles out of a tire, and twice the mileage, nearly, out of a gallon of gasoline. Increased production, it is expected will effect a saving of more than sufficient to pay the interest charges on the investment to say nothing of the increased efficiency that is to be obtained.

Before going away, Mr. Odell in conversation with a *Times* representative last Friday evening, admitted that advertising is the greatest business inspiration and attainer that a successful business man can possibly employ. He admitted it has its abuses, even heads of large enterprises, when they find no place else to tack on extraordinary expense, "charge it to the advertising" but much of the intelligent advertising is highly productive from a commercial point of view, and illustrated the recent activity of the Rockland Light and Power Company when he said, "Our recent sale of electric irons was a big success. We sold over 300."

The sale of 300 electric irons to a corporation like the Rockland Light and Power Company, doing as it does, such a tremendous business, serving not only part of Rockland County, but the northern half of Bergen County's population would seem insignificant if one was to take a pencil and multiply 300 electric irons by $2.45, the price at which the contrivance was sold. This in an aggregate, would be $735. Without attempting to get in the technical details of the transaction and assuming the total sales were but a miserable pittance to them of $735, the possibilities are that the advertising campaign so successfully conducted and concluded before Mr. Odell started on his annual pilgrimage to the mountain lakes and streams of Sullivan County, cost his company in excess of $735, or an excess of the

aggregate gross income from the sale of an electric iron that he thinks was so signally successful and people will naturally wonder why a business man spends more than he takes in. There are some men who must see four dollars before one dollar is disbursed and sits in his doorway while his neighbor gets the business, that a corporation would spend so much for advertising as the gross income from a sale that was considerably successful.

The meat in the cocoanut is not disclosed in the terse announcement of Mr. Odell's company's success. It will be found later in the sale of electric irons. The great organization of the Electric Light Company with its financial resources, its accounting and advertising department was utilized to effect the sale of electric irons at such an attractive price so as to induce such a phenomenally large sale, not because the Electric Light Company hoped to make a cent of profit from the sale of such a large number of that very needful and convenient household device that is a boon and a luxury to the over-worked woman particularly on a warm day, not a bit of it. What the Electric Light Company was probably aiming at and what they have succeeded in doing was to sell 300 electric irons and thereby increase their consuming clientage by 300 enthusiastic electric light users.

Every woman who utilizes the "juice" for the operation of an electric iron, will become an electric light booster. It will cost the company no more for advertising to handle 300 particular consumers. It will cost no more to take care of those 300 extra accounts in so far as the expense of the bookkeeping department is concerned than it did previously. It will cost no more than it did previously. It will cost no more to financially care for the accounts of the 300 electric iron users than it did before the campaign started. It will cost no more in fixed charges or overhead expense to care for the 300 consumers than it did before.

The cost to produce the additional "juice" required for a perfect operation of the 300 irons sold through the advertising campaign, will be insignificant, not a cent more for firemen's wages, engineer's wages, or linemen's wages. It will cost a little more for lubrication, a little more for fuel, but here are 300 additional consumers, 300 more pleased customers, 300 more monthly contributors.

It may be that some of them have been using electric light, but the increase will be found in the monthly statements and the customer will be a permanent user paying according to the company's system, every month for the additional "juice" consumed. On the surface, and to the unobservant the statement of the business manager of the Rockland Light and Power Company, which seems so really insignificant, is really as Mr. Odell truly says, a big success.

The Rockland Light and Power Company builds for the future, they advertise in the newspapers, in the magazines and in every way possible to obtain publicity and they have no competition. Their advertising is educational and their example might well be emulated by local business men who have goods to sell and find them covered with dust on the shelfs because the public do not know what they have to sell, while the Electric Light Company educates the customers to the use of its device so that they may be continuous consumers and constant patrons of the serving.

POSTAL INEFFICIENCY

(*Boston Transcript*)

CONTRIBUTED BY MR. A. B. TENNEY

New England need not plume herself on being the only part of the country subjected by the Post Office Department to poor mail-train service and delayed and indifferent delivery of mails. Similar conditions seem to obtain throughout the country. Here is an instance from Lawrence County, South Dakota.

The marketing agent for the apple growers of the county worked up good markets for the local product by a thorough-going campaign of advertising and soliciting. His customers were mainly small buyers in the second parcel post zone from his shipping point. The post office employees complained that they were being over-burdened, and entered objection to the agent's use of the post for delivery of the fruit.

The Post Office Department thereupon ordered the routing of parcel post matter from the agent's station in such a way that it was carried into the third zone, then twisted back for delivery in the second. Third zone rates were charged. The difference consumed the margin of profit, and the shipment stopped. The fruit growers of Lawrence County are without a market for their crop. Enterprise has been punished and an industry destroyed.

Whichever way one turns—to the city or to rural districts—he finds this poor, inefficient, disorganized, and contemptuous service on the part of the Post Office Department increasing. How long the convenience and the industrial interests of the country, especially in the non-urban territories, will be scornfully disregarded for the sake of so-called economy, one can only guess. The steadily growing stream of complaints, coming alike from private citizens and business men, indicates that the Post Office Department apparently believes that there is no public need or convenience that it is bound to consider.

ORIGIN OF THE GAS JET

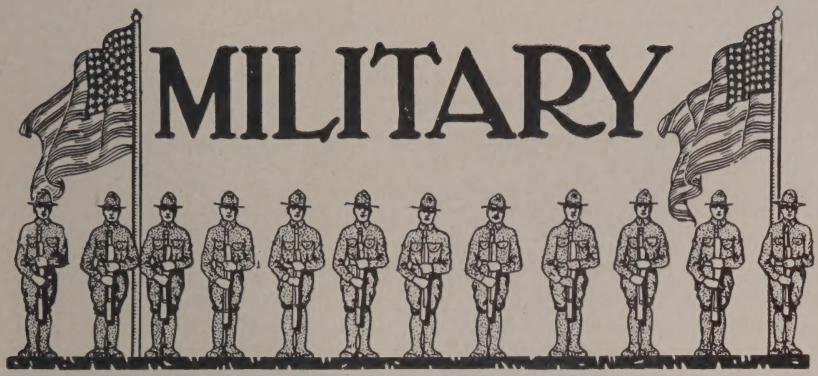
(*From the New York Sun*)

CONTRIBUTED BY C. P. PRICE

A women's thimble is said to have been the means of suggesting the first gas burner.

William Murdock, the inventor, first burned the gas simply as a flame from the end of a pipe. One day in an emergency he wished to stop the illumination. Hurriedly looking around for something, Murdock seized his wife's thimble and thrust it over the light, which was immediately extinguished.

There was a strong odor of gas, however, says the *Popular Science Monthly*, and the experimenter applied a light to the thimble, discovering that it was full of holes, through which tiny jets of flame appeared. The importance of the result was that the illumination from those two or three tiny jets was much brighter than had been given by the great flare from the end of the pipe. Acting on the principle which this chance discovery revealed, he constructed what was known as the Cockspur burner.



G. A. Rust, *Military Editor*

"MALDEN TO FORT BLISS"

Mr. Ralph L. Barnes, a member of the Massachusetts Signal Troops, and who, in peaceful times, is a solicitor at Malden, is keeping a diary of his experiences since receiving orders to mobilize with the Militia. We have received from him the following, which covers the period up to his arrival at Fort Bliss, Texas. The photograph shows Mr. Barnes and some of his fellow soldiers at mess. He is shown by the arrow.

June 19.

Received telephone call at 3.30 A. M. to report to the Armory at once. Worked all day. Went home at 6.15 P. M.

June 20.

Reported at Armory at 8.00 A. M. Was detailed to send horses to yard and assemble escort wagons in afternoon. Remained at Armory afternoon. Remained at Armory all night. Rookies were assembled during night and kept awake by initiation.

June 21.

Worked all day getting things together. Left Armory at 3.35 P. M.—destination, South Framingham. At 7.45 P. M. was detailed with horses until 10.50 P. M. No supper. Raining all the time. Went to Framingham for supper at 11.45. Three of us fellows slept in an escort wagon and were packed in with no chance to turn over.

June 22.

Breakfast at 9.30. Working material had to be distributed to proper places. Dinner at 5 P. M. Two meals a day. Went to the master camp (big camp Whitney) and saw the Malden and Medford fellows whom I knew.

June 23.

Kitchen police duties for some of us fellows. Rise at 3.30. Help the cook start fire, get water and start incinerator. By that time everything is ready for mess at 6 A. M. Help to serve the fellows as they line up. After mess, wash cooking dishes, scour pots and pans and then start to peel a barrel of potatoes for dinner. Heat water in large cooking pans ready for the

cook. Dinner or mess is served at 12 o'clock with the same kitchen police duties for us fellows as at breakfast. The hardest part of kitchen police duty in my estimation, is to have someone call to see you. To get leave to talk with them, means another day at the same duties. This was the first day to get three meals and—I had company.

SOME OF THE MASSACHUSETTS BOYS AT MESS. ARROW INDICATES MR. BARNES

June 24.

Arose at 5 A. M. Watered and fed horses. Mess, 6 A. M. Detailed to dig basins and fill same with stones. This is the way a drain is made. Went to Framingham to get a shave and something to eat. While in the barber shop, awaiting my turn, the Sergeant came in and told me that I was to go with him and round up all the signal corps men and have them report to camp at once as we were to be mustered in. There must be no delay to an order of this sort. It must be obeyed. The offense for not obeying means court martial and dishonorable discharge. We rounded up about 20 and went to camp to sleep, with the instructions that no one should leave.

June 25.

About the same routine of work as the day before. No one allowed outside of camp. Went out on guard at 6 P. M. Saturday until 6 P. M. Sunday. My trick started again at 8.30 until 10.30 P. M. at which time I was relieved and started for my tent to sleep. I stopped at a party in another tent for 30 minutes and had just crawled in clothes and all, when assembly was blown and I had to pull all the delinquent ones out and have them at the head of the street. This call came about one hour after taps and caused quite a sensation among the boys, especially among the new men. Roll call and all the men who would and could, signed the oath of the United States. After this, the men were allowed to go to bed. I resumed my duty as guard.

June 26.

There was a pretty sunrise but about 10.00 o'clock it began to rain and kept up all day. I had company. About 2.30 we were called out to clear the main roads about the camps. There was a lot of work to this but we proved that in case of an emergency, we were "there."

June 27.

The regular army doctor started to "pass" us. A fellow can feel pretty good regarding his health after he passes this severe test. Those who did not pass were sent home in blue overalls and jumpers. We broke camp at 4 or 4.30 and packed all our equipment. About 6.30, orders were received that we would not move until the next morning. After making up our rolls, some of the boys did not feel like opening them up again and so they slept in the open with overcoats on and a slicker for a mattress. (This was the best sleep that I have had since I left home, one week ago yesterday.)

June 28.

Trucks were packed and shipped to train. Upon arrival were unpacked and trucks and goods packed on train. Everything was ready to start south at 6 P. M. Before starting a lunch was served by the Ladies' Aid Society of Framingham. We are on our way south now.

Woke up in Albany, N. Y., 2 A. M. Reached Utica, 5 A. M. Syracuse at 8 A. M. Nothing to do but ride and watch the scenery. At the different stations during the day, the people turned out to see the fellows. At the round house at Dewitt, N. Y., every engineer blew the whistle of his engine. It was quite a send-off. We stopped at Rochester, N. Y., for 45 minutes and bought some lunch, fruit and post cards and in some of the places the prices for the boys who wear O. D. uniforms are high. We were following Lake Erie to Irving, N. Y. At Dunkirk, we had a great reception. We added a baggage car for bathing purposes. Saw some oil wells in operation. We are now using Central time which is one hour different from Boston. Reached Cleveland at 4 P. M.

June 29.

We woke up about 4.30 A. M., Central time, with part of the train in Ohio and the rest in Indiana. At Indianapolis, we stopped and had a song which will appear in the Boston papers. Terre Haute is a thriving town and the people gave us a good send-off. In fact, all along the way, the girls gave the fellows their names and addresses so that they could send cards. At Mattoon, Ill., (10 A. M.), our arrival was met with a fine welcome and the food was reasonable in price. There was a very large crowd at the station. At Wabash, Ill., the girls in the freight house gave the fellows their names and little bunches of white flowers. We stopped here for water. Arrived at St. Louis at 3 P. M. Had time off until 4.45 P. M. The owner of the Lead Produce Co. treated about 17 of the fellows. We came back to the train and had a bath in the baggage car. Our bath tub was a basin of water, taken from barrels. We crossed the Mississippi and the water was very dirty. We followed the Missouri river for miles and it was just at sunset—it was a wonderful sight. This route is called the Iron Mountain Route. At Berger, Mo., while waiting for orders, a train going east was hailed with enthusiasm. (I saw my father's cousins in the obser-

vation car but they did not see me.) Jefferson City, Mo., was the next stop. After leaving here, we turned in and slept, Kansas City being 208 miles away.

June 30.

Arrived at Kansas City 5.15 A. M. Had to change cars for the Santa Fe. We made stops along the way. At Newton, Kansas, a band and a lot of people dressed in different costumes greeted us. Dodge City is a typical western town. Left at 10 P. M. for Albuquerque, New Mexico. Change of time, 1 hour.

July 1.

Arrived at Albuquerque 5.45 P. M. Had some soda at drug store which made me sick and doctor would not let me eat anything. Very pretty scenery through Kansas and Colorado. Pass through a little of the desert.

July 2.

Arrived at El Paso, Texas, at 4.30 A. M. Saw mountains of Mexico where the fellows were killed a short time ago. Arrived at Fort Bliss, Texas, at 5.15 A. M. Our equipment was transferred to army autos and about 10.00 A. M. we had our tents pitched and then the fellows commenced to be overcome by the heat and the alkali and were taken into the regular base hospital. I was in the hospital tent last night and helped to take care of some of the fellows. At 4 P. M. today, the fellows were pretty well used up. After dropping and digging up cactus plants, they had to break camp and move about a mile away and do the same thing over again. This lasted until 8.30 and the fellows fell asleep. There was no need of a blanket as the ground seemed like the top of a hot stove.

(Signed) Ralph Barnes.

A LETTER FROM ONE OF THE REVERE BOYS WITH THE 8TH MASSACHUSETTS AT EL PASO

Mr. C. F. Chisholm, manager at Revere, has received the following letter from Samuel Lessar, one of his employees, who is at the Mexican Border as a member of the Supply Company of the 8th Regiment, M. V. M. Mr. Lessar is keen in his sarcasm of the work and heat conditions.

Army Young Men's Christian Association
El Paso, Texas.
July 11th, 1916.

Dear Mr. Chisholm—

Just a line to let you know that we are not dead. We are having a fine time down here, doing nothing but sweating and working. The temperature runs from 100° to 118°. When it is 100 it is cool. Yesterday it was 118 and, believe me, it was hot. All you had to do was to sit down and you would sweat.

We have nothing to do but work. Yesterday, July 10th, I got up at 4.30 A. M. and went after bread for the regiment to Fort Bliss. That is about ten miles from here. It looks like the fort in Winthrop, but it is ten times bigger. Received bread at six o'clock and came back at 6.30 and had my eats. Then I went for an hour's drill in the hot sun. Came back at nine o'clock and was just going to my tent for a rest when I was called out to help take stock of the tent that is used for a stockroom. This tent is called the commissary tent.

This work took about two hours and when I got through it was 11.30. Then I was called to clean my tent and bed. They have given us bunks to sleep on, but that is all. They have been giving us our clothing for the last week, but no one in the Eighth has had any as yet. The men in the Fifth and Ninth have theirs.

After cleaning up the tent we had more eats, some eats, too. We had beans—oh, what beans! They were put in the oven at 10.30 and we had dinner at 12.00 They were done fine—yes they were!! Oh no, that is not all. We had bread pudding. They forgot that it was in the oven and some of it was well burnt and some was just burnt. (I had some *just*.) We also had bread and butter and ice-water.

After dinner we had nothing to do from one o'clock to five, that is, what we are supposed to do, but the others and I did not do a thing. It was about 118° in the afternoon. All I did was to help pass out two cords of wood, and then went down after two loads of lumber. After that I did not have a thing to do. All the boys are feeling fine and want to be remembered to every one.

Besides the heat we have other fun. We are about 150 yards from the border. One day last week our friends on the other side had a holiday and I suppose they were all drunk. The first thing I heard was about twenty shots, but we found out that they were fighting between themselves, It is nothing to see two or three riding on the other side.

They have two companies sleeping out all night about fifty yards from the border. There was a man in the Ninth who did not know where the line was and the first thing he knew he had a hole in his leg. The order here is that they can fire on you, but you cannot fire on them. Believe me, we are having a fine time. They say we are going on a fifty-mile march. That will be fine. This is going to be in about fifteen days.

We received eight mules yesterday. Murray was one of the lucky ones to have a pair. They are all green and having a fine time. I hope the rest never come, but it does not do any good to hope in the army.

I have left this letter and have had dinner. We had beef stew, it was like eating fat water. We also had rice pudding that has no sugar in it.

Well, I think I will close, give my regards to the boys, I will write to them every once in a while.

Yours truly,

(Signed) Samuel Lessar.

TENNEYGRAMS

EXECUTIVE OFFICE

P. R. Brennan, *Correspondent.*

The following unsolicited letter of praise from the pen of Mr. Peter Paffen, of the engineering department, is certainly a fine testimonial to the character of service proffered by the companies under the management of Charles H. Tenney, and, while the Malden Electric Company is the objective of Mr. Paffen's commendations, the same could probably be said of any or all of the affiliated companies. We give the letter just as it was handed to us:

"Talking about Tenney Service! I think the following little story beats everything in the past to a holler. For our domestic comfort at home, we needed for the last four or five weeks a few accessories to our Welsbach Reflex Lamps. Every morning my farewell from home was 'don't forget the globes for our lights.

But all efforts not to forget proved to be absolute failures, and every night I felt, after the greetings and the disappointments were worn off, just as if I had lost my last friend, and solemnly promised myself, the morrow will be the day.

By mere chance, during a little chat about the country-wide preparedness movement, the name of our friend Cy Barnes of Malden was mentioned. I made a wild rush for the 'phone, and asked him to send me the few things I needed. I tell you, the wire was still hot when Mr. Day, manager of the Malden Electric Company, walked into the office and handed me my globes.

Well, it took me completely off my feet, as I never experienced any such promptness in my life, considering the thermometer being around 100°, and the distance from the Malden offices to our offices at Devonshire Street about three or four miles, as the crow flies.

I know for the last three or four years, since I have had the pleasure to be with this company, that service and co-operation as well as good fellowship are, in everyone connected with Charles H. Tenney & Company, second nature, but if the customers of our different companies are treated half as well as our Malden friends treated me, I am afraid the boys in the complaint department will lose their jobs.

Still, there is one thing that worries me, and that is they might charge me one "day's" work for the favor."

Paffen's chat on country-wide preparedness must have proven beneficial to him because he was a member of the Plattsburg preparedness camp during the month of July, and if we had any influence with the officers of the camps we

would most certainly arrange to sentence one Peter Paffen to many extra hours of guard duty as punishment for the joke he attempted to perpetrate in the last sentence of his letter.

Mr. I. S. Hall, office manager, attended the July preparedness camp at Plattsburg.

The purchasing department still continues to receive postcards and letters from all quarters of the globe from its former fellow member, R. W. Leason. The latest card was mailed from Algiers, where Leason sailed as wireless operator of the Standard Oil Company's steamer *Petrolite*.

Mr. H. H. Carter is a new member of the executive office force, being connected with the purchasing department.

FITCHBURG GAS AND ELECTRIC LIGHT CO.

B. J. Ryan, *Correspondent.*

The effect of dependable electric service in Townsend is beginning to show results in the number of customers gained. At the present time a number of houses are being wired. This fall we are to make an effort to make a large increase in residential customers along our present lines in this town.

On July 1st, we reduced the price of electricity from twelve to eleven cents per kilowatt hour. The advertising department took advantage of the opportunity to get strong advertising copy in the newspapers.

Mr. S. B. Crossman, formerly of the industrial department of the Springfield Gas Light Company, is now with this company. Mr. Crossman is to direct his efforts to increase our gas output through industrial appliances.

The following is taken from the "Tenney Service News":—

The completion of our gas appliance report for the fiscal year shows substantial gains in most types of gas-consuming devices and in meters installed. A comparison of the last two years follows:

	July 1, 1914 to June 30, 1915	July 1, 1915 to June 30, 1916
Meters gained	519	657
Ranges installed	567	852
Water Heaters installed	254	220
Radiators installed	223	602
Tenements piped	243	271
Tenements fixtured	290	390

At a club meeting held June 28th, the following officers were elected for the coming year:

President—C. R. Hayes
Vice President,—G. W. Stiles
Treasurer—W. F. Sammet
Secretary—W. K. Phillips
Executive Committee
H. L. Battles, *Chairman.*
E. B. Ryan, F. S. Clifford, F. D. Powers
Wm. Dennihan, W. E. Vandell

Plans for next year's activities were freely discussed by the members. We believe that our club meetings next year will be made of even more value to the employees and the company than ever before.

HAVERHILL ELECTRIC CO.

Thomas D. Bond, *Correspondent.*

Archie J. Bradley, meter reader, answered the call to arms and is now on the border. He is a private in Co. F, 3rd Battalion, 8th Mass.

Infantry. We all wish Archie the best of luck.

George Watson, invoice clerk, had a week's vacation. George spent his time making various trips around the beaches.

W. W. Bunce, meter man, was recently on the sick list for a few days. Bill tells me this is the first time he has been sick for a good many years.

Eugene Warren, a cousin of Fred F. Hall, our illuminating engineer, has accepted a position with our company in the distribution department. Gene, as he likes to be called, was employed at Auburn, Maine, at the same time Mr. Sands was there.

Jack Labelle, of Merrimac, and Eddie Regan, of Lawrence, have also joined the distribution department.

Charles Woodes, and Bill Gemmon have both accepted positions with other companies. Woodes goes to the Automatic Fire Alarm, of the City of Haverhill, and Gammon to the Massachusetts N. E. Sorry to see you go, boys.

We are pleased to report the largest meter gain during a fiscal year in the history of the company —678 meters this year against 506 last year.

We have also been successful as to net horse power gained, having added 639 during the year.

George Whiteley, appliance clerk, left, with six other young men from Haverhill, on July 3rd, for the Junior Division, Plattsburg Military Training Camp. George has had some experience in military matters, having been orderly for Major Campbell at various summer encampments of the militia.

Edward Kennebrew, janitor, had a week's vacation.

Ernest Prevost, teller, spent his two weeks' vacation at Salisbury Beach.

As there is no provision made for the young ladies to participate in our annual outing, Manager Ball decided, seeing that Thursday was some hot day, that he would declare a ladies' outing. The girls were notified to be ready at 1.30 and at the appointed hour they rolled merrily away in Manager Ball's large Premier car Your correspondent offered to act as chauffeur, but was politely turned down, Mr. Ball driving himself.

Those who went were:

Miss Gertrude Prendergast,
Miss Aurore Hurtubise,
Miss Mildred Bloomfield,
Mrs. Ruth H. Cunningham
Miss Elsie M. Poore.

Those who didn't go: **O.**

The party went immediately to Rye Beach, by way of Salisbury and Hampton, where bathing was in vogue. After a hilarious time in the briny deep, everybody piled into the machine and drove along the North Shore as far as Kittery Point, and then back to New Castle where dinner was served at the Hotel Wentworth:

THE MENU

LITTLE NECK CLAMS

CHICKEN EN CASSEROLE ROAST TURKEY

CRANBERRY SAUCE GREEN PEAS

ROBAIN PUNCH

FRIED SWEETS

ICE CREAM CHOCOLATE SAUCE

ASSORTED CAKES

DEMI TASSE

After dinner the party made use of the front veranda to listen to a band concert. At 9.30 they left for home, after voting the ladies' outing a very successful affair.

Supt. James E. Frank has had the doubtful pleasure of having his tonsils removed. Jim had been suffering with a sore throat for some time and finally became tired of it.

MONTPELIER & BARRE LIGHT & POWER CO.

H. E. Stockwell, *Correspondent*

The Tenney family of Vermont have lost to Uncle Sam, Mr. Edward Parizo, Phillip Parizo and Lester Moorcroft They were among the very first to enlist—going in Company H, 8th Vermont.

Miss Mary McClure, our bookkeeper, reports a very enjoyable vacation spent in Maine.

Mr. Paul G. Hoadley, clerk, spent a two weeks' vacation at Lake Morely, Fairee, Vermont.

Miss Florence M. Downs left for a two weeks' vacation on July 15th.

Miss Hattie Houston, who has been employed in the Barre office for the past three years, has severed her connection with the company. We understand she will enter the office of the principal of Spaulding High School, at Barre, as stenographer and clerk on September 1st., and we all join in wishing her the very best success. Her place in the Barre office is filled by Miss Mamie Nelson of Barre.

Mr. H. D. Larrabee, our manager, has returned from his vacation spent "somewhere in Maine" and reports a royal time. He sure looks as though he had it.

The monthly meteorlogical summary reports the precipitation of rain for the month of June, 1916, as 4.47 inches; June, 1915, had 3.36 inches. This shows an increase in rainfall of .24%. The benfits of this increase have been materially felt by our stations.

We gained 308 meters from June 30, 1915, to June 30, 1916; from June 30, 1914, to June 30, 1915, the total gain was 77 meters; the year ending June 30, 1916, showing a net gain over the year end ing June 30, 1915, of 231 meters ro 300 % increase.

ROCKLAND COMPANIES

T. F. Odell, *Correspondent*

On Saturday, July 1st, we held our Fourth Annual Field Day at Rockland Lake Park, which was a great success. The officials for the various sports events were as follows:

Judges—H. F. Pierce and T. F. Odell
Starter—E. C. Peebles
Entry Clerk and Scorer—N. E. Schriver
Announcer—J. J. Ross
Timer—J. Waterson

The committee in charge of the Field Day was as follows:

Grounds and Meals—C. M. Colby
Transportation—W. Mammel
Prizes—E. C. Peebles and H. F. Pierce
Sports—J. V. Odell, C. Whetstons, N. E. Schriver, J. Waterson, F. Tygert, J. J. Ross, H. F. Rogers and H. Ebbets, *Chairman.*

The various committees deserve a great deal of credit for making the Field Day the success it was.

The program of events with the winners follows:

Tug of War: First Part—between line gang and commercial department—won by the latter.

Second part—between Orangeburg and Hillburn plants—won by the former.

Target Shooting Contest, won by Jack Burhlee.

100 Yard Dash, won by Frank Tygert.

12 lb. Shot Put, won by N. E. Schriver.

Pie Eating Contest, won by Henry Fletchner.

Running Broad Jump, won by Frank Tygert.

Throwing baseball for distance, won by Frank Tygert

250 Yard Dash, won by R. Arnold.

Novelty Shoe Race, won by John Cullen.

One-Half Mile Relay Race, won by C. H. Roberts, J. Kasten, H. DeBaun and H. Tasman.

Sack Race, won by H. Tasman.

Rope Climbing Contest, won by Chas. Johnson.

Rope Throwing Contest, won by Andrew Palmatier.

Three Legged Race, won by Ralph Poole and Russel Post.

Rowing Race, won by H. Ebbets.

Novelty Shingle Race, won by R. Poole.

Bowling Contest, won by the office team, consisting of Chas. Whetstone, John Cullen and John V. Odell.

Individual Bowling Prize, won by John V. Odell

Mr. C. H. M. Roberts of the engineering department of Chas. H. Tenney & Co. won a special prize for exhibition running.

Mr. Irving Lydecker, assistant cashier at our Nyack office, has resigned and his position is now taken by Miss Helen Jonson.

A. B. Pote, of the commercial department, has tendered his resignation and is succeeded by Miss Elsie Henry.

R. Poole, former office boy, has been transferred to the meter reading department. His position has been filled by John Kihm.

SALEM ELECTRIC LIGHTING COMPANY

F. E. Sawyer, *Correspondent.*

Mrs. Katherine W. Ayers, who has been one of our bookkeepers for several years, has left the employment of the company, and her position has been filled by one of our other clerks.

Our net gain in motor H. P. connected for May was 180, and for June 101.5, making a total connected load of motors 10,558 H. P.

Koen Brothers, owners and operators of the Salem Theatre, Essex Street, and the Federal Theatre, Federal Street, have purchased for use in the Federal Theatre, two seventy two-inch multivane fans, which on top speed will each handle 75,000 cubic feet of air a minute. The motors are multispeed running 600-900-1200-1800 R. P. M. When they are installed and running, they will have as near as possible an open air theatre.

Salem has sent one company of Infantry, Co. H, 8th Regiment, to El Paso, Texas.

We have also sent three batteries of Field Artillery, composing the Second Battalion, First Regiment of Field Artillery. They are at Camp Pershing, El Paso, Texas.

They left Salem with the most modern guns and with more equipment than any battery east of the Mississippi River.

The only men from Salem connected with the electrical profession that the writer knows of were James Robinson, who is a member of the firm of Wilson & Emmerton, wiring contractors, and is a Sergeant-Major of Battery D, Mr. E.

D. Winn, chief electrician of the National Calfskin Co., with Battery E, and Mr. A. Melvin Kimball, electrician, of Danvers, with Battery D.

SPRINGFIELD GAS LIGHT COMPANY

LLOYD A. GALBRAITH, *Correspondent*

W. H. Bradley, manager, and Mrs. Bradley are in camp at Spofford Lake, New Hampshire, for the month. According to Mr. Bradley, fish are very plentiful, and we expect to hear of a number of good catches during his sojourn.

John S. Fox, appliance manager, has gone with the "rookies" to the Plattsburg camp. Upon his return from Plattsburg, Mr. Anderson, of the distribution department, will attend camp for a month.

A. S. Danforth, office manager, and family recently returned from a short vacation in the Berkshire Hills. Although the weather was very inclement, Mr. Danforth reports a very good rest, and is feeling much better after his trip.

Mitchell Russell, distribution foreman, and Robert Oliver, expert anglers, journeyed to Shelbourne Falls on July 8th for a day of trout fishing. The correspondent failed to get any authentic report as to the size of the catch, but judging from the "gloom" they could easily have carried back in a sardine can all that were caught.

SUBURBAN GAS & ELECTRIC CO.

HARRY M. FRANK, *Correspondent*

Mr. Harry Tomkinson, foreman of our electric meter department, is the proud father of a 11 3-4 pound daughter. Mother and child both doing well.

Superintendent A. F. Gardella spent several days at his camp at Mountain View, N. H.

All of our boys doing duty with the Supply Company of the Eighth Regiment on the Mexican border are reported in good health.

Manager C. F. Chisholm recently spent a few days fishing in the wilds of Maine.

Mr. Walter Freeman of our line department has been confined to his home with a bad case of blood poisoning in his foot.

Our engineer, Mr. Smith, narrowly escaped serious injury and perhaps more serious results while on his way home several nights ago. The steering post broke on a machine going at a high rate of speed, crossing the sidewalk in front of Dick, breaking through the fence and doing a somersault over the embankment. The worst Dick got was a shower of broken glass.

Mr. Charles Perry, our storekeeper, was royally entertained at Poughkeepsie, New York, by the Veteran Firemen, he representing the Revere Veteran Firemen.

A BRAIN BOTHER

(From "Gumption")

Contributed by C. E. Paige

If you've got a thought that's happy,
Boil it down.
Make it short, and crisp, and snappy—
Boil it down.
When your brain its coin has minted,
Down the page your pen has sprinted,
If you want your effort printed,
Boil it down.

Take out every surplus letter—
Boil it down.
Fewer syllables the better—
Boil it down.
Make your meaning plain; express it
So we'll know, not merely guess it;
Then, my friend, ere you address it,
Boil it down.

Boil out all the extra trimmings—
Boil it down.
Skim it well, then boil the skimmings—
Boil it down.
When you're sure 'twould be a sin to
Cut another sentence into,
Send it on, and we'll begin to
Boil it down.

Charles H. Tenney & Co.

Managers and Engineers

American Tar Co., Boston, Mass.

Barre and Montpelier Traction and Power Co., Montpelier, Vt.

Concord Electric Co., Concord, N. H.

Consolidated Lighting Co., Montpelier, Vt.

Exeter and Hampton Electric Co., Exeter, N. H.

Exeter, Hampton and Amesbury Street Railway, Hampton, N. H.

Fitchburg Gas and Electric Light Co., Fitchburg, Mass.

Haverhill Electric Co., Haverhill, Mass.

Malden Electric Co., Malden, Mass.

Malden and Melrose Gas Light Co., Malden, Mass.

Peoples' Gas and Electric Co. of Oswego, N. Y.

Rockland Electric Co., Closter, N. J.

Rockland Light and Power Co., Nyack, N. Y.

Salem Electric Lighting Co., Salem, Mass.

Springfield Gas Light Co., Springfield, Mass.

Suburban Gas and Electric Co., Revere, Mass.

The Bristol and Plainville Tramway Co., Bristol, Conn.

TENNEY SERVICE ASSOCIATION

Officers, 1916-1917

FRANCIS L. BALL, President

GEORGE D. BAXTER, Vice-President

PALMER YORK, Secretary

CLIFTON R. HAYES, Chairman Committee on Policy and Management

W. H. BRADLEY, Chairman Gas Appliance Committee

JOHN WEST, Chairman Electric Appliance Committee